



Definition of Terms

Attrition: the gradual reduction in the number of employees by natural means, for example, by retirement, resignation or death. Natural attrition is sometimes used as an alternative to retrenchment when an organization wants to reduce its workforce.

Competencies: a set of behaviors that encompass knowledge, skills, abilities, and personal attributes that taken together, are critical to successful work accomplishment.

Gap analysis: is the comparison between current and future workforce data used to identify gaps and surpluses in staffing and competencies.

Knowledge transfer: the act of transferring knowledge from one individual to another by means of mentoring, training, documentation, and other collaboration.

Succession planning: the goal of having the right people, across the organization, in the right place at the right time. Succession planning is an important subset of workforce planning. Its goal is the same, but its focus is specifically on having the right *leadership* in place at every level of the organization.

Workforce analysis: a process through which organizations review staffing data and trends to determine their current and future hiring needs.

Workforce planning: having the right people with the right skills and abilities in the right place at the right time.